

ATO FIELD SURVEY RESULTS

By SERVICE UNIT

May 5, 2005

UNIVERSITY OF MARYLAND

Summary Statement

Overall, the survey results were similar (not statistically different) across the three major service units in the field: Terminal, En Route, and Tech Ops. There are only several dimensions in which the responses differed across the service units. Those dimensions include:

- (1) Compared to employees in Tech Ops, employees in En Route had less favorable perceptions regarding the degrees of decision transparency and horizontal integration in ATO.
- (2) Compared to managers in Tech Ops, managers in Terminal had a more favorable perception regarding managerial accountability in ATO.
- (3) Compared to employees and managers in Tech Ops, employees and managers in En Route engaged in significantly more efforts to understand the change and showed less resistant reactions to the change.
- (4) Managers in Terminal rated their supervisors' command-and-control leadership behaviors significantly higher than managers in Tech Ops did.
- (5) Compared to managers in Terminal, managers in En Route exchanged more quality relationships with their supervisors.
- (6) Compared to employees in Tech Ops, employees in En Route evaluated the effectiveness of the top management communication regarding the change less favorably.

I. All Respondents

SCALES AND ITEMS		(1) Terminal	(2) En Route	(3) Tech Ops	Significance
Number of Total Respondents		177	139	397	Others: 4
I	How Things Work in the ATO				
1	Decision Transparency	2.23	2.02	2.17	
2	Managerial Accountability	3.36	3.10	2.88	*** 1/3
3	Customer Focus	3.07	2.84	2.89	
4	Adaptability	2.54	2.50	2.37	
5	Initiative Taking	2.36	2.47	2.50	
6	Horizontal Integration	2.42	2.26	2.46	
II-A	My feelings about the ATO Transition				
1	Positive Affective Reactions to Change	2.86	2.83	2.74	
2	Negative Affective Reactions to Change	2.39	2.35	2.38	
II-B	Impact of the ATO Transition				
1	Perceived Impact of the ATO Transition	2.63	2.57	2.61	
II-C	Change Process and Procedures				
1	Communication in My Work Units	2.60	2.59	2.62	
2	Procedural Fairness	2.95	3.01	2.87	
3	Interpersonal fairness	3.60	3.64	3.54	
4	Distributive Fairness	2.55	2.64	2.56	
II-D	My Reactions to the ATO Transition				
1	Affective Commitment to Change	3.20	2.97	2.97	
2	Normative Commitment to Change	3.75	3.81	3.58	* 2/3
3	Active Behavior to Understand Change	4.04	4.15	3.79	** 1/3, *** 2/3
4	Active Behavioral Support for Change	3.68	3.63	3.34	*** 1/3, ** 2/3
5	Behavioral Resistance to Change	1.83	1.75	2.27	*** 1/3, 2/3
6	Creative Behavior in Support for Change	3.43	3.48	3.27	* 2/3
7	Organizational Commitment – General	2.94	2.87	2.78	
8	Turnover Intention	2.63	2.56	2.55	

SCALES AND ITEMS		(1) Terminal	(2) En Route	(3) Tech Ops	Significance
III-A	Leadership of My Immediate Supervisor				
1	Transformational Leadership: Charisma & Vision	3.17	3.09	3.02	
2	Transformational Leadership: Inspiration	3.18	3.21	3.10	
3	Transformational Leadership: Intellectual Stimulation	3.09	3.19	3.04	
4	Transformational Leadership: Individual Consideration	3.27	3.49	3.37	
5	Transactional Leadership	3.35	3.51	3.50	
6	Command & Control Leadership	3.96	3.90	3.69	** 1/3
7	Empowering Leadership	3.47	3.65	3.55	
8	Quality Relationship with Subordinates (LMX)	3.37	3.63	3.45	
9	Communication with My Boss	3.12	3.26	3.17	
10	Emotion-handling Behaviors	2.66	2.78	2.71	
III-B	Leadership of My Supervisor's Supervisor				
1	Transformational Leadership: Charisma & Vision	3.25	3.28	3.07	
2	Transformational Leadership: Inspiration	3.10	3.16	2.99	
3	Transformational Leadership: Intellectual Stimulation	3.06	3.13	3.00	
4	Transformational Leadership: Individual Consideration	3.01	3.13	3.04	
5	Transactional Leadership	3.22	3.27	3.19	
6	Command & Control Leadership	3.87	3.91	3.63	* 1/3, 2/3
7	Empowering Leadership	3.12	3.32	3.24	
III-C	ATO Senior Leadership Team				
1	Top Management Communication	2.62	2.33	2.51	* 1/2

*: $p < 0.05$, **: $p < 0.01$, ***: $p < 0.001$

II. Employee Respondents

SCALES AND ITEMS		(1) Terminal	(2) En Route	(3) Tech Ops	Significance
Number of Total Respondents		58	74	255	Others: 4
I	How Things Work in the ATO				
1	Decision Transparency	1.88	1.72	2.10	** 2/3
2	Managerial Accountability	2.97	2.86	2.71	
3	Customer Focus	2.70	2.60	2.69	
4	Adaptability	2.38	2.34	2.29	
5	Initiative Taking	2.29	2.43	2.45	
6	Horizontal Integration	2.29	2.13	2.41	* 2/3
II-A	My feelings about the ATO Transition				
1	Positive Affective Reactions to Change	2.56	2.60	2.61	
2	Negative Affective Reactions to Change	2.56	2.51	2.51	
II-B	Impact of the ATO Transition				
1	Perceived Impact of the ATO Transition	2.48	2.42	2.59	
II-C	Change Process and Procedures				
1	Communication in My Work Units	2.53	2.47	2.59	
2	Procedural Fairness	2.75	2.78	2.78	
3	Interpersonal fairness	3.60	3.56	3.42	
4	Distributive Fairness	2.53	2.56	2.45	
II-D	My Reactions to the ATO Transition				
1	Affective Commitment to Change	2.74	2.52	2.75	
2	Normative Commitment to Change	3.44	3.60	3.43	
3	Active Behavior to Understand Change	3.79	4.10	3.69	** 2/3
4	Active Behavioral Support for Change	3.24	3.31	3.11	
5	Behavioral Resistance to Change	2.16	1.91	2.44	*** 2/3
6	Creative Behavior in Support for Change	3.31	3.38	3.13	*
7	Organizational Commitment – General	2.64	2.58	2.58	
8	Turnover Intention	2.66	2.75	2.64	

SCALES AND ITEMS		(1) Terminal	(2) En Route	(3) Tech Ops	Significance
III-A	Leadership of My Immediate Supervisor				
1	Transformational Leadership: Charisma & Vision	3.03	2.80	2.88	
2	Transformational Leadership: Inspiration	3.10	2.96	3.04	
3	Transformational Leadership: Intellectual Stimulation	3.03	2.97	2.92	
4	Transformational Leadership: Individual Consideration	3.05	3.40	3.39	
5	Transactional Leadership	3.26	3.42	3.45	
6	Command & Control Leadership	3.73	3.87	3.69	
7	Empowering Leadership	3.57	3.60	3.52	
8	Quality Relationship with Subordinates (LMX)	3.23	3.47	3.39	
9	Communication with My Boss	2.92	3.08	3.05	
10	Emotion-handling Behaviors	2.47	2.59	2.63	
III-B	Leadership of My Supervisor's Supervisor				
1	Transformational Leadership: Charisma & Vision	3.13	3.09	2.90	
2	Transformational Leadership: Inspiration	2.99	3.06	2.84	
3	Transformational Leadership: Intellectual Stimulation	2.95	3.01	2.84	
4	Transformational Leadership: Individual Consideration	3.01	3.16	2.98	
5	Transactional Leadership	3.16	3.24	3.11	
6	Command & Control Leadership	3.79	3.86	3.61	
7	Empowering Leadership	3.16	3.32	3.16	
III-C	ATO Senior Leadership Team				
1	Top Management Communication	2.35	2.00	2.39	** 2/3

*: $p < 0.05$, **: $p < 0.01$, ***: $p < 0.001$

III. Manager Respondents

SCALES AND ITEMS		(1) Terminal	(2) En Route	(3) Tech Ops	Significance
Number of Total Respondents		118	65	142	
I	How Things Work in the ATO				
1	Decision Transparency	2.39	2.36	2.29	
2	Managerial Accountability	3.55	3.36	3.19	* 1/3
3	Customer Focus	3.26	3.10	3.23	
4	Adaptability	2.61	2.69	2.50	
5	Initiative Taking	2.40	2.51	2.60	
6	Horizontal Integration	2.49	2.41	2.54	
II-A	My feelings about the ATO Transition				
1	Positive Affective Reactions to Change	3.00	3.10	2.98	
2	Negative Affective Reactions to Change	2.31	2.17	2.14	
II-B	Impact of the ATO Transition				
1	Perceived Impact of the ATO Transition	2.71	2.75	2.65	
II-C	Change Process and Procedures				
1	Communication in My Work Units	2.64	2.73	2.67	
2	Procedural Fairness	3.04	3.28	3.03	
3	Interpersonal fairness	3.60	3.73	3.86	
4	Distributive Fairness	2.57	2.73	2.74	
II-D	My Reactions to the ATO Transition				
1	Affective Commitment to Change	3.43	3.49	3.35	
2	Normative Commitment to Change	3.90	4.04	3.84	
3	Active Behavior to Understand Change	4.16	4.20	3.96	*
4	Active Behavioral Support for Change	3.89	3.98	3.74	
5	Behavioral Resistance to Change	1.67	1.56	1.97	*** 1/3, 2/3
6	Creative Behavior in Support for Change	3.48	3.59	3.53	
7	Organizational Commitment – General	3.08	3.20	3.13	
8	Turnover Intention	2.62	2.34	2.40	

SCALES AND ITEMS		(1) Terminal	(2) En Route	(3) Tech Ops	Significance
III-A	Leadership of My Immediate Supervisor				
1	Transformational Leadership: Charisma & Vision	3.23	3.42	3.26	
2	Transformational Leadership: Inspiration	3.23	3.49	3.23	
3	Transformational Leadership: Intellectual Stimulation	3.12	3.44	3.24	
4	Transformational Leadership: Individual Consideration	3.38	3.59	3.34	
5	Transactional Leadership	3.40	3.60	3.59	
6	Command & Control Leadership	4.08	3.92	3.70	** 1/3
7	Empowering Leadership	3.42	3.70	3.61	
8	Quality Relationship with Subordinates (LMX)	3.43	3.82	3.56	* 1/2
9	Communication with My Boss	3.22	3.45	3.37	
10	Emotion-handling Behaviors	2.76	2.98	2.85	
III-B	Leadership of My Supervisor's Supervisor				
1	Transformational Leadership: Charisma & Vision	3.31	3.49	3.36	
2	Transformational Leadership: Inspiration	3.15	3.27	3.24	
3	Transformational Leadership: Intellectual Stimulation	3.12	3.28	3.28	
4	Transformational Leadership: Individual Consideration	3.01	3.10	3.15	
5	Transactional Leadership	3.25	3.31	3.34	
6	Command & Control Leadership	3.90	3.97	3.67	
7	Empowering Leadership	3.10	3.32	3.39	*
III-C	ATO Senior Leadership Team				
1	Top Management Communication	2.76	2.69	2.72	

*: $p < 0.05$, **: $p < 0.01$, ***: $p < 0.001$